



Guidebook on co-production of social services in collaboration with SSE actors

MedTOWN project

Co-production of social policies with social & solidarity economy actors to fight poverty, inequality and social exclusion.

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About the project

MedTOWN is a transnational initiative to support the role and the capacities of the Social Solidarity Economy actors in fighting poverty, inequality, social exclusion and environmental unsustainability in close cooperation with the local public authorities, the local communities and the local economic operators.

MedTOWN is a social innovation project based on the research and experimentation of a SSE based co-production model with the use of electronic public currencies for the provision of social services and financial aid to the most vulnerable groups in order to increase the socio-economic impacts and effectiveness of public policies and expenditures at local level. The overall aim is to promote a sustainable inclusive growth model that will transform public services from unilateral providers to facilitators of more democratic participatory communities.

MedTOWN is a project implemented by 9 partners from 6 EU and non-EU Mediterranean countries (Spain, Greece, Portugal, Palestine, Tunisia and Jordan) and 9 strategic associate partners. The project has a budget of 3.4 million euros, financed by the EU by 86,5% through the European Neighbourhood Instrument within the Cross Border Cooperation Programme "Mediterranean Basin" – ENI CBC MED 2014-2020 and by 13,5% by own contributions of the project partners.

The 2014-2020 ENI CBC Mediterranean Sea Basin Programme is a multilateral Cross-Border Cooperation (CBC) initiative funded by the European Neighbourhood Instrument (ENI). The Programme objective is to foster fair, equitable and sustainable economic, social and territorial development, which may advance cross-border integration and valorise participating countries' territories and values. The following 13 countries participate in the Programme: Cyprus, Egypt, France, Greece, Israel, Italy, Jordan, Lebanon, Malta, Palestine, Portugal, Spain, and Tunisia. The Managing Authority (MA) is the Autonomous Region of Sardinia (Italy). Official Programme languages are Arabic, English and French. For more information, please visit: www.enicbcmmed.eu.

The European Union is made up of 27 Member States who have decided to gradually link together their know-how, resources and destinies. Together, during a period of enlargement of 50 years, they have built a zone of stability, democracy and sustainable development whilst maintaining cultural diversity, tolerance and individual freedoms. The European Union is committed to sharing its achievements and its values with countries and peoples beyond its borders.

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Introduction

Co-production of Public Policies in Collaboration with SSE Entities: This section will delve into the specifics of how co-production can be applied to the development of public policies in collaboration with Social and Solidarity Economy (SSE) entities. It will outline the importance of such collaboration, the roles and responsibilities of each party, and how these collaborations can be initiated and sustained. Examples of successful public policy co-production initiatives involving SSE entities will also be featured.

Definitions, types and models of co-production

DEFINITIONS OF CO-PRODUCTION

The term “co-production” finds its scholarly origins in the public sector, in the work of Nobel Prize winner Elinor Ostrom (1996) and other economists from the 1970s who studied collaboration between government departments and citizens, showing that effective service delivery was encouraged by collaboration between professional providers and service users, rather than central planning. In the past decades, governments have (re)discovered the citizen as an important actor in the design, implementation, and monitoring of public policies and services.

Read [Co-production Catalogue for Wales](#), pages 14-16

Co-production means **delivering public services in an equal and reciprocal relationship between professionals, people using services, their families and their neighbours**. Where activities are co-produced in this way, both services and neighbourhoods become far more effective agents of change. (Boyle and Harris, 2009:11)

Co-production is an **approach to decision-making and service design** rather than a specific method. It rejects the traditional understanding of service users as dependents of public services, and instead redefines the service/user relationship as one of **co-dependency and collaboration**. Just like users need the support from public services, so service providers need the insights and expertise of its users in order to make the right decisions and build effective services. In practice, it means that those who are affected by a service are not only consulted, but are **part of the conception, design, steering, and management of services**.

Co-production is central to the process of growing the core economy. It goes well beyond the idea of ‘citizen engagement’ or ‘service user involvement’ to foster the principle of equal partnership. It offers to transform the dynamic between the public and public service workers, putting an end to ‘them’ and ‘us’. Instead, people pool different types of knowledge and skills, based on lived experience and professional learning. (Boyle and Harris, 2009:12)

Watch [Co-production: The social model of disability](#) (4 mins)

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MODELS OF CO-PRODUCTION

Coproduction is a process that literally turns service users from passive recipients into **active shapers of public services** because it means involving all stakeholders, including the people who use a

THE CUTS SCENARIO which uses substitutive co-production	THE TRANSFORMATION SCENARIO which focuses on additive co-production
Here the primary intention is to save money and/or reduce staff: the public sector hands responsibility for services over to service users and/or communities. 	Here, public sector resources are combined with individual and community resources, providing new opportunities for participation and co-operation. 

service, in the process of determining what services are delivered and how they operate. (Realpe and Wallace, 2010:8)

On the whole, it is easy to spot the difference between individual co-production and collective co-production. **Individual co-production** describes those situations where a client or a customer, individually or in a group, participates in the production or part-production of the services they use, receiving ‘benefits that are largely personal’. **Collective co-production** builds on the idea that co-production is not confined to users, but involves other types of people, such as citizens, volunteers or non-governmental partners. This type of co-production is designed to produce benefits for the entire community (Sorrentino et al., 2018).

Read [Enhancing the role of citizens in governance and service delivery](#), pages 4-7

The three levels of co-production

The extent of co-production varies but it can be organised into three tiers (Community Care, 2009):

Compliance (descriptive): Co-production takes place at the stage of service delivery, as carers and people who use services collaborate to achieve results. People using services make contributions at each stage of service provision but they are not involved in implementation. Despite the awareness that care services cannot be produced without input from the people who use services, the compliance tier offers little opportunity for real change by or for the people who use services because it is about complying with an existing regime.

Support (intermediate): The intermediate level of co-production recognises and values the many people who come together to co-produce care services. It acknowledges the input and value of service users, utilises existing support networks and improves channels for people to be involved in the shaping of services. It may include new or more involved roles for users in the recruitment and training of professionals and managers. Also it may see responsibilities being shared with the people who use services.

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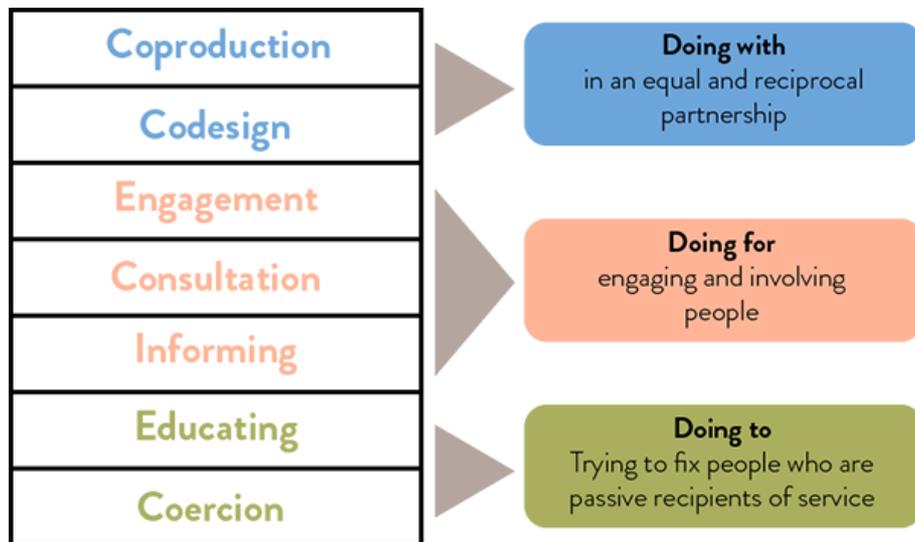


		Responsibility for design of services		
		Professionals as sole service planner	Professionals and service users/ community as co-planners	No professional input into service planning
Responsibility for delivery of services	Professionals as sole service deliverers	Traditional professional service provision	Professional service provision but users/communities involved in planning and design	Professionals as sole service deliverers
	Professionals and users/communities as co-deliverers	User co-delivery of professionally designed services	Full co-production	User/community delivery of services with little formal/professional
	Users/communities as sole deliverers	User/community delivery of professionally planned services	User/community delivery of co-planned or co-designed services	Self-organised community provision

Source: Adapted from Carnegie Trust (2006), 'Commission for Rural Community Development - Beyond Engagement and participation, user and community co-production of services.' By Tony Bovaird, Carnegie Trust.

Transformation: The most effective methods of co-production can transform services and create new relationships between the people who use them and staff. This transformative level of co-production takes “a whole life focus”, incorporating quality of life issues as well as simply clinical or service issues.

At this stage, the service user becomes an expert. Professionals and people who use services and their carers come together to identify and manage risks. There must be trust and respect on both sides. To reach this stage there must be reallocation of power and control through user-led planning, delivery,



management, empowerment and governance and collaboration must be entrenched. It often requires organisational change.

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Watch [The ladder of co-production](#) (5 mins)

CO-PRODUCTION: OPPORTUNITIES AND CHALLENGES

OPPORTUNITIES

- **Added value:** Co-production can access assets that were previously under-used and can also deliver greater satisfaction for people who use services.
- **Using the expertise of service users:** Service users value approaches in which the professional assists them in achieving aims they have determined themselves. Co-productive approaches can also contribute to the development of mutual support systems which address issues before they become acute.
- **Practical skills:** Some co-productive models, such as time banks where participants share skills and companionship, can provide practical advantages such as formal and informal skills and learning.
- **Health benefits and prevention:** Co-production has been found to have a positive impact on health with a link found between time banks and reduced levels of hospitalisation. Certain co-production schemes could contribute to the wellbeing and prevention agenda in health and social care.
- **Social capital:** Schemes that build supportive relationships and increase the confidence and activity of participants have positive benefits for social capital. In addition to the benefits felt by the users of services, service providers and the wider community can benefit from these approaches.

CHALLENGES

- Difficult to manage well when dealing with larger groups
- Can appear exclusive and unrepresentative to those users/residents who are not invited to take part
- Requires a considerable time commitment on the part of both professionals and participants
- Building social capital: It is possible that co-production schemes can sideline already marginalised groups, as there are limits to the extent that some people can co-produce without support. Issues of social exclusion, equality and diversity need to be taken into account. There is also an awareness that co-production should not be a method for governments to dump its problems on the community and service users.
- Challenges to existing frameworks: Statutory authorities' tendency to risk aversion, as well as tax and benefit regulations, can create problems for co-productive initiatives. Also, accountability can be threatened as private and public, formal and informal, budgets that were previously separate become entwined.

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- Security and independence: There can be concerns about the long-term sustainability of projects as many co-production initiatives want to be independent, relying on funding that is often short-term and unstable.
- Staff support: For co-production to work effectively staff and service users must be empowered.
- Some in the sector believe that this approach requires specific skills and new roles should be created for individuals who help staff overcome their unwillingness to share power with users. Even if this is not the case, there is a need for training and staff development to support co-productive approaches. There should be clear support for positive risk taking and staff should be encouraged to seek out opportunities for collaboration.

ORGANIZATIONAL GOVERNANCE FOR CO-PRODUCTION

Governance is how society or groups within it, organize to make decisions. It determines who has power, who makes decisions, how other players make their voice heard and how account is rendered (IOG). Governance has often been defined in the context of exercising state power. Rather than politicize the concept, the International Labour Organization defines governance here as the exercise of institutional authority to determine the use of resources in the conduct of a society's affairs. This definition implies that governance occurs in societal organizations of all forms and sizes and in private, public, for-profit and non-profit organizations. The rationale behind governance is normally to ensure that an organization produces worthwhile results while avoiding undesirable outcomes for the people concerned. (ILO, 2010)

In accordance with the UN concept (2009), the good governance is supposed to be characterized by the following eight basic characteristics:

- participatory
- consensus oriented
- accountable
- transparent
- responsive
- effective and efficient
- equitable and inclusive
- follows the rule of law

The Council of Europe (COEFLGR, 2008) identified 12 principles of good governance at local level. They include:

- fair conduct of elections, representation, & participation;
- responsiveness;
- efficiency and effectiveness;
- openness and transparency;
- rule of law;
- competence and capacity;
- innovation and openness to change;
- sustainability and long-term orientation;
- sound financial management;
- human rights;
- cultural diversity and social cohesion;

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- ethical conduct;

accountability

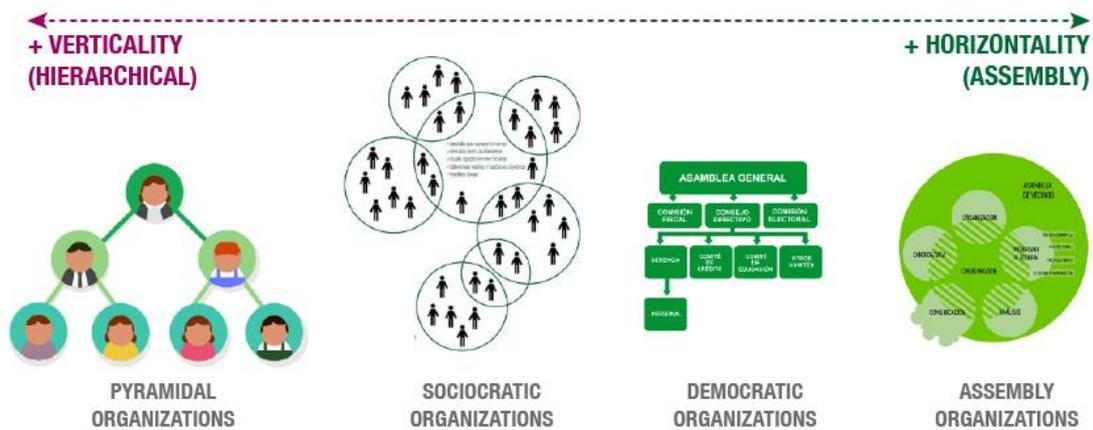
In relation to those principles for a good governance, it can be characterized by the following components:

- Organizational structures: ownership, roles and responsibilities
- Participation levels and channels
- Decision-making processes
- Accountability and transparency procedures

ORGANIZATIONAL STRUCTURES

There is a diversity of organizational structures that are determined by questions such as: how power is distributed, how responsibility is exercised among the people who participate in the organization, how accounts are presented and what types of transparency mechanisms exist.

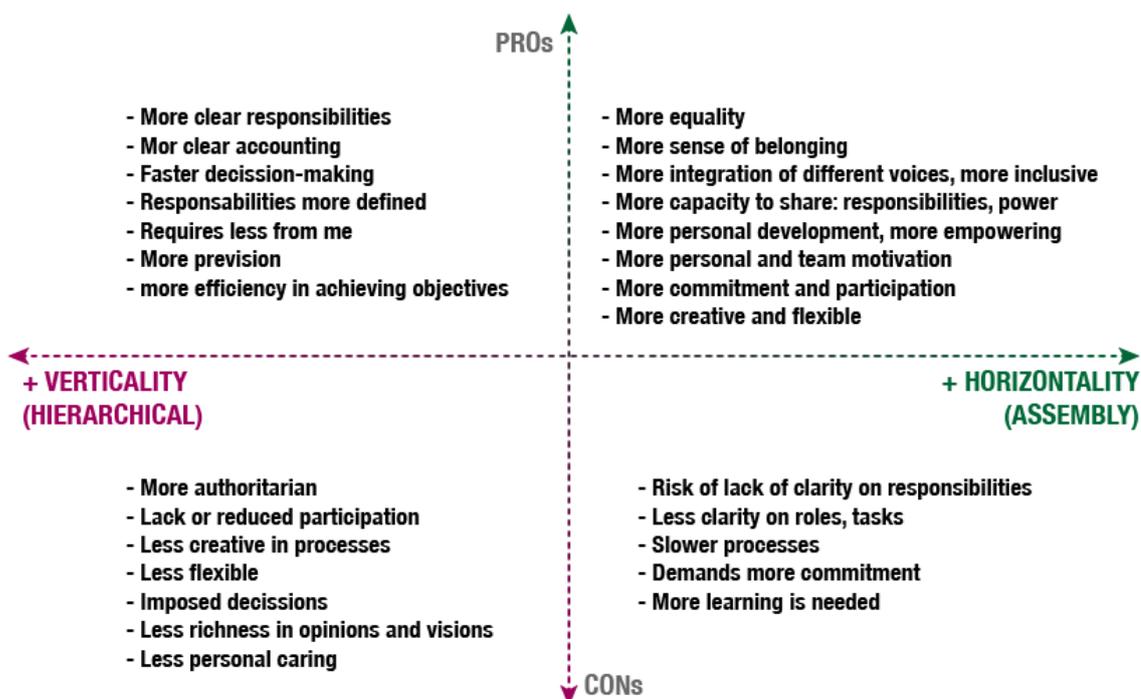
Based on these factors, a range can be defined from more vertical or pyramidal organizations to more horizontal organizations.



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In this range of organization typologies, there are a series of pros and cons depending on whether the model is more vertical or more horizontal:

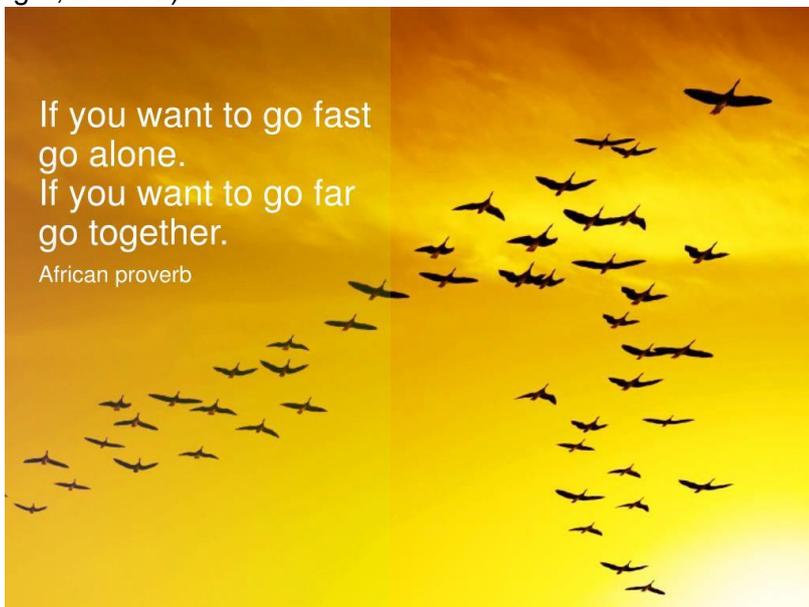


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Capitalist enterprises are business ventures that aim at earning profits from their activities for distribution to members. There are generally three forms of ownership in these enterprises: sole proprietorships, partnerships and corporations. Whereas a sole proprietorship is a business owned by a single person, a partnership is a business owned by at least more than one person. Corporations are legally constituted companies that are owned by shareholders who buy company stocks or shares in the capital markets (Kim and Nofsinger, 2007: 2)

However, unlike capitalist enterprises, most SSE organizations operate on collective and democratic principles that result in the prevalence of self- and collective management as opposed to hierarchical management. (ILO, 2010). Hierarchical management also features in some SSEOs. However, open and voluntary membership and democratic leadership in these organizations reduces the hierarchy to a mechanism for sharing information rather than issuing orders or commands.



Watch [Co-operate, a film to celebrate](#)

Watch [Promoting good cooperative governance](#)

PARTICIPATION AND DECISION-MAKING

Collective ownership and democratic governance are typical of most SSE organizations around the world, with the exception of some social enterprises. Such ownership and governance allows the members (and sometimes the workers, users and beneficiaries) to participate in decision-making equitably; that is, the various contributions of members are given the same recognition and value. (ILO, 2010)

However, the degree of participation varies widely with the type of organization and the context of operation. For instance, some organizations may weight members' votes, not only to reflect the different degrees of activity of the group's members but also to acknowledge the differences among them in terms of rank and file membership numbers. Some organizations may turn out to be more democratic than others.

Unlike in private enterprises where shareholders vote on the basis of their capital share in the firm, the members' votes in SSEOs are equal. Members rely on negotiated and reciprocal rules that are based on collective action and social control to carry out their activities. This fundamentally helps to establish a more-or-less flat leadership structure that de-emphasizes hierarchical authority in governance and management.

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This model is known as self-management, mostly used in small SSE organizations. Examples include workers' cooperatives, mutual benefit societies, associations, social enterprises and community-based organizations.

When self-management may not be effective in a large-scale business, generally the model used is collective management, where members collectively manage the organizations, but play different roles. As an enterprise grows in size, its management needs transform its governance and management structure to embrace specialization of roles. Mutual benefit societies and community-based organizations also exemplify collective management in the sense that participants negotiate and decide on the conditions and rules that govern members' conduct and group activities for achieving their goals. Procedures and leadership roles are also negotiated and agreed upon at the very beginning.

In this management model, members and/or users share the responsibility of governing and managing the organizations without any one of them being necessarily superior to the others. As in self-management, the governance and management structure remains flat, but members play different roles.

Hierarchical management is typical in capitalist enterprises (or even in the public service) where a lay board of directors provides policy and leadership, and management is responsible for the day-to-day running of the business. This form of management also is slowly emerging in the SSE, with governance models that combine horizontal and vertical characteristics like Sociocracy. Hierarchical management in the SSE may result from demands for efficiency and competitiveness, while in some cases it is a response to the legal environment of the organizations.

ACCOUNTABILITY AND TRANSPARENCY

This refers to the function of gathering, compiling, reporting and archiving an organization's activities and resources. The information generated by this function helps individuals in the governance and management roles to make informed decisions (Kim and Nofsinger, 2007: 25). In private organizations, this information is not just important for internal use but also for outsiders: investors, bankers, creditors and employees have a keen interest in the financial health of the firm. Consequently, the accounting function is central to controlling the resources and activities of private organizations.

Accounting practices vary in SSEOs. Whereas the relatively formalized and large organizations use international accounting standards to generate, report and maintain information on the organization's resources and activities, the less formalized and smaller organizations do not. Those organizations use basic bookkeeping, in which an individual or an organization records financial transactions like sales, purchases, income and payments. Some organizations even rely on individual

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memory to generate and report information on their resources and activities. This variation in accounting processes is partly due to the regulations (or lack of regulations) on these organizations.

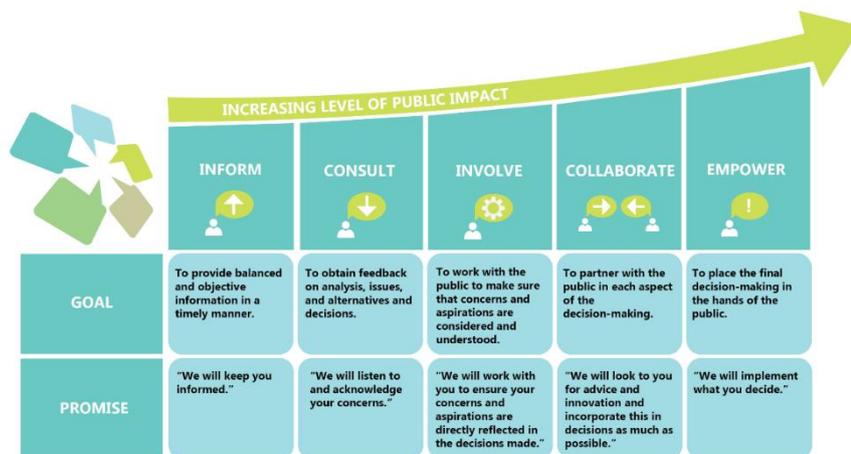
Like in capitalist enterprises, members or owners of SSE organizations primarily monitor the performance of their organizations; however, monitoring practices vary across different forms of organization and regions of the world. In some cases, where the mutualist and solidarity traditions emphasize empowerment and equality, all members directly monitor the activities of their organizations as part of their work processes.

Watch [What is a cooperative?](#) (1:50 mins)

PUBLIC PARTICIPATION FOR SOCIAL POLICIES

Public participation is the process by which public concerns, needs, and values are incorporated into governmental and corporate decision-making. It is two-way communication and interaction, with the overall goal of better decisions that are supported by the public.

The core values of public participation are as follows (Creighton, 2005):



- The public should have a say in decisions about actions that affect their lives.
- Public participation includes the promise that the public's contribution will influence the decision.
- The public participation process communicates the interests and meets the process needs of all participants.
- The public participation process seeks out and facilitates the involvement of those potentially affected.
- The public participation process involves participants in defining how they participate.
- The public participation process provides participants with the information they need to participate in a meaningful way.
- The public participation process communicates to participants how their input affected the decision.

Source: Town of Cochrane Public Participation, <https://www.letstalkcochrane.ca/about-2/>

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Public participation creates a new direct link between the public and the decision makers in the bureaucracy. At its most basic level, public participation is a way of ensuring that those who make decisions that affect people's lives have a dialogue with that public before making those decisions. From the perspective of the public, public participation increases their influence on the decisions that affect their lives. From the perspective of government officials, public participation provides a means by which contentious issues can be resolved. Public participation is a way of channelling these differences into genuine dialogue among people with different points of view.

Watch [Citizen Participation](#) (4 mins)

PERSONAL AND COMMUNITY EMPOWERMENT AND RESILIENCE

Community empowerment refers to the process of enabling communities to increase control over their lives and participate in social affairs. "Communities" are groups of people that may or may not be spatially connected, but who share common interests, concerns or identities. These communities could be local, national or international, with specific or broad interests. 'Empowerment' refers to the process by which people gain control over the factors and decisions that shape their lives. It is the process by which they increase their assets and attributes and build capacities to gain access, partners, networks and/or a voice, in order to gain control. (WHO, 2009)

Community empowerment, therefore, is more than the involvement, participation or engagement of communities. It implies community ownership and action that explicitly aims at social and political change. Community empowerment is a process of re-negotiating power in order to gain more control. It recognizes that if some people are going to be empowered, then others will be sharing their existing power and giving some of it up (Baum, 2008).

Community empowerment necessarily addresses the social, cultural, political and economic determinants that underpin social wellbeing, and seeks to build partnerships with other sectors in finding solutions.

Globalization adds another dimension to the process of community empowerment. In today's world, the local and global are inextricably linked. Action on one cannot ignore the influence of or impact on the other. Community empowerment recognizes and strategically acts upon this inter-linkage and ensures that power is shared at both local and global levels.

Communication plays a vital role in ensuring community empowerment. Participatory approaches in communication that encourage discussion and debate result in increased knowledge and awareness, and a higher level of critical thinking. Critical thinking enables communities to understand the interplay of forces operating on their lives, and helps them take their own decisions.

Watch [Exploring community resilience](#) (2:20 min)

Watch [The Road Map to community resilience](#) (4 mins)

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PARTICIPATORY BUDGETING

The participatory budget can be considered one of the most fully consistent participation tools concerning the concept of governance.

Wampler (2007) defines participatory budgeting as a decision-making process, in which residents/citizens discuss and negotiate the method of distribution of public funds. This process is open to any citizen, who wants to participate in it. It combines the forms of indirect and direct democracy, requires discussion and contributes to the redistribution of resources. It is a tool for educating, engaging, and empowering citizens and strengthening demand for good governance. The enhanced transparency and accountability that participatory budgeting creates can help reduce government inefficiency and curb clientelism, patronage, and corruption.

Watch [Re-Inventing Democracy Through Participatory Budgeting](#) (3 mins)

Sintomer, Herzberg, and Rocke (2008) identify the key issues for PB:

1. there has to be discussion of the financial and/or budgetary dimension;
2. participation of those responsible for budgeting policy administration;
3. it has to be a repeated process (e.g., every year);
4. it must include some form of public deliberation;
5. some accountability on the output is required.

COLLABORATIVE PROCESSES AND FACILITATION

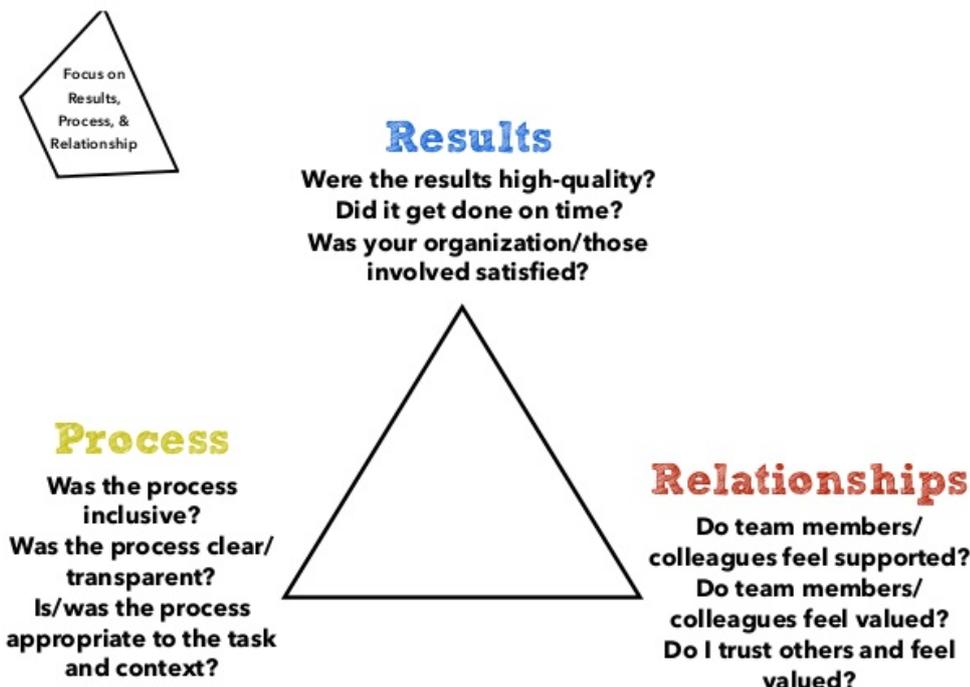
GROUP PROCESSES

There are learnable, teachable skills and processes for orchestrating meetings that get everyone participating and sharing their wisdom. Wherever groups of people gather to create a vision, make decisions, plan activities, or resolve their conflicts, they have different options on how to conduct their meetings. No matter what the chosen option is, the group has much to gain by using a facilitator and knowing about facilitation skills. (Gaia Education, Social Dimension)

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Most groups tend to focus their energy on reaching their goals quickly, not paying enough attention to what is going on beneath the surface. Consequently, they often undermine the long-term success of the endeavour. A good facilitator helps solve these difficulties by balancing the focus across three dimensions: **Results, Process, and Relationship.**



Source: Wahl, 2017

“Group facilitation is a process in which a person whose selection is acceptable to all the members of the group, who is substantively neutral, and who has no substantive decision-making authority, diagnoses and intervenes to help a group improve how it identifies and solves problems and makes decisions, to increase the group’s effectiveness.” (Schwarz, 2002)

Facilitation is a system of tools, techniques, and skills to help a group of people work well in defining a common vision, making decisions, achieving their goals, and creating a relational climate where trust prevails and communication is fluid, empathic, and honest. It is also useful to work with conflicts, when they arise, in combination with other techniques, like mediation or different types of forums.

Watch [What do facilitators do?](#) (4 mins)

“The facilitator’s main task is to help the group increase effectiveness by improving its process and structure.”

(Schwarz, 2002)

Process refers to how things are done — the way things are being accomplished. Important components of process are:

- How the work is designed and managed,
- How members communicate,
- How decisions are made,

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- How the work is monitored and evaluated, and
- How conflicts are managed.



Structure refers to stable recurring patterns in a group, like norms, roles or the status network. Some structural elements are visible, and are part of the public identity of the group (like a common vision, membership protocol, decision making procedures, formal roles, etc.), while others are invisible — the group is not aware of their existence (like certain norms and beliefs, role patterns, the status network, recurring power abuses, etc.).

In contrast to process and structure, *content* refers to

what a group is working on, what is being said, the matter under discussion. Whenever a group meets, it is possible to observe both content and process

Source: Wahl, 2017.

A facilitator is a person who essentially sets all the right coordinates for a meeting or workshop to take place and produce results. The process may vary depending on the situation, but most often, a facilitator has the following responsibilities when engaging in workshop or meeting facilitation (Session Lab):

- **Design and plan:** The cornerstone of facilitation is understanding what the objectives of the session are so you can work towards achieving them. Once you know the objectives, it is time to design the right group process and select the proper facilitation techniques that will help you achieve the outcomes. Having a sound agenda will help you stay confident and make adjustments as needed during the event.
- **Run the process and facilitate the meeting:** When the session starts, it is time to guide the group through the designed process, encourage participation and help the group achieve its



goals. Here are some of the most important elements of what a facilitator specifically does during a session:

- **Set the context and ground rules:** This is about making sure that everyone is on the same page concerning goals and the agenda of the session and ensuring everyone is aware of, and agrees upon, the rules of the meeting (Rules are created about respecting others' opinions, how questions will be answered, etc.). Facilitation best practice includes leading by example – setting the ground rules is a great place to start.
- **Encourage participation:** Create an environment where all participant feels encouraged to share their opinions. This may involve breaking the ice, helping people warm up to the meeting and acknowledging contributions of participants to the conversations. This is one of the most important group facilitation skills a facilitator can have. If you can encourage participation from everyone in the room, everything else can begin to fall into place.
- **Facilitate discussions:** Staying neutral, you will help kick-off and round up conversations, highlighting points of consensus and summarising key takeaways. Intervene when necessary and help the group clarify outcomes.
- **Hold the time and space:** While guiding the group through the different steps of the process, maintain a focused and participative atmosphere. Take care of timing and keep the environment supportive to ensure productive discussions. Be present as a facilitator and remember even your most basic facilitation skills. A meeting or workshop can't be successful if you mess up the fundamentals!
- **Keep an eye on the efficiency of the group work and adjust the process if necessary:** Your main focus as a facilitator is to keep up a good momentum of the group's work and ensure that all participants contribute to finding solutions during the session. If you notice that cooperation falters or the process is stuck, it is your responsibility to find the right techniques to adjust the plan and help get the group back on track. Group facilitation isn't easy, but by being aware of the process and alert to what is going on in the room, a workshop facilitator can help it be successful for everyone.
- **Record results:** Agreements made, points of consensus, decisions and action items – these all need to be recorded and preferably kept visible for all participants during the event. Effective facilitation is all about creating an open dialogue for groups and teams. Recording and sharing the results of a meeting or workshop is a hallmark of a facilitator doing great work.

Read Wahl, D. (2017) [The Need for Facilitation](#)



FACILITATION SKILLS

Developing the skills to be a good facilitator is a process that improves with practice, practice, and practice. It is important to know the skills necessary to facilitate a group and to take steps to improve and reinforce those skills.

Facilitation skills for preparing a meeting:

- Asking the right questions
- Process design
- Agenda planning
- Communication with stakeholders
- Organising and project management

Facilitation skills for facilitating the meeting:

- Create an inclusive environment
- Communicate clear guidelines and instructions
- Group dynamics (and group management)
- Empathy
- Active listening
- Verbal skills to facilitate conversations
- Conflict management
- Consensus-building
- Manage timing
- Gauge the energy level of a room
- Flexibility
- Staying neutral
- Recording outcomes

Source: [SessionLab](#)

Read [10 Facilitation Techniques That Will Make Your Meetings Sing](#)
Check [Facilitation advices from the Gamestorming community](#)

RESOURCES FOR FACILITATION

Here we show you a series of interesting resources to deepen the facilitation role. They can be reference guides that can help you when designing meetings in organizational development processes, creating networks or starting collaborative processes for co-production. For this course, we do not ask you to read all of them in detail but to take a look at them to find out how they can help you:

- [Facilitation tools for meetings and workshops](#). Seeds for Change
- [Facilitating meetings](#). Seeds for Change
- [Free Resources for facilitation](#). IIFAC (International Institute of Facilitation and Change)
- [Community Facilitation for Nonviolent Ecosocial Transitions](#): F-NET. NOVACT (International Institute for Nonviolent Action)

On-line Facilitation

- [Tips for successful online meetings](#). Altekio
- [On-line Energizers](#). 350.org

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- [A Comprehensive List of Tips, Tools & Examples for Event Organizers During the Coronavirus Outbreak](#). CMX

SOCIAL TECHNOLOGIES FOR COLLABORATIVE PROCESSES

Social technologies are those that **promote network relationships among their users** (Botin *et al* 2019). Social technologies are the dynamics or exercises that we propose to the group to achieve the objectives they pursue. There are a large number of group dynamics that we can use for different purposes: inquiry about a topic, co-design of plans or actions, decision-making, reinforcement of group cohesion, conflict resolution ...

When designing a work meeting or workshop, we will select those dynamics that help us achieve the desired goals. For this, our experience as facilitators will allow us to get to know more types of dynamics that we can use. However, to start with there are many guides that can help us to design the workshop. These guides are usually classified according to the objectives that the group needs, so when a workshop is going to be designed, we can go to the guides and select those that we consider to be the most appropriate. Some of them are more formal and others more informal, even in game format, so it will be important to know the type of group with which we are going to work to decide what dynamics to use.

From here, it is a matter of practicing and seeing how the groups respond to the different dynamics proposed, and with practice we will have more experience on what can work best for each type of group and group process.

Here we show you a series of resources that can be useful to design meetings and strategic collaborative processes. It is not necessary that you read them in detail but it will be good if you review them to familiarize yourself with them and come when you need to design a session:

For meetings

- [Mindtools](#)
- [DIY Toolkit. Development, Impact and You](#)
- [Hyper Island Toolbox](#)
- [Gamestorming](#)
- [IDEO Design Kit Methods](#)
- [Workshop Bank](#)
- [World Café, Quick Reference Guide](#)
- [Library of Facilitation Techniques](#). Sessionlab

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For strategic processes

- [Field guide to human-centered design](#). IDEO
- [Wayfinder A resilience guide for navigating towards sustainable futures](#). Stockholm Resilience Center
- [Collective Action Toolkit](#). Frog Design
- [Citizen Sensing Tool](#). Making Sense

STARTING A CO-PRODUCTION PROCESS

- Needs to start a co-production process
- Coproduction process: steps to develop a public-social collaboration

HOW CO-PRODUCTION WORKS

Co-production makes strengthening the core economy of neighbourhood and family the central task of all public services. This means (Cahn, 2001):

- Recognising people as assets, because people themselves are the real wealth of society.
- Valuing work differently, to recognise everything as work that people do to raise families, look after people, maintain healthy communities, social justice and good governance.
- Promoting reciprocity, giving and receiving – because it builds trust between people and fosters mutual respect.
- Building social networks, because people’s physical and mental well-being depends on strong, enduring relationships.



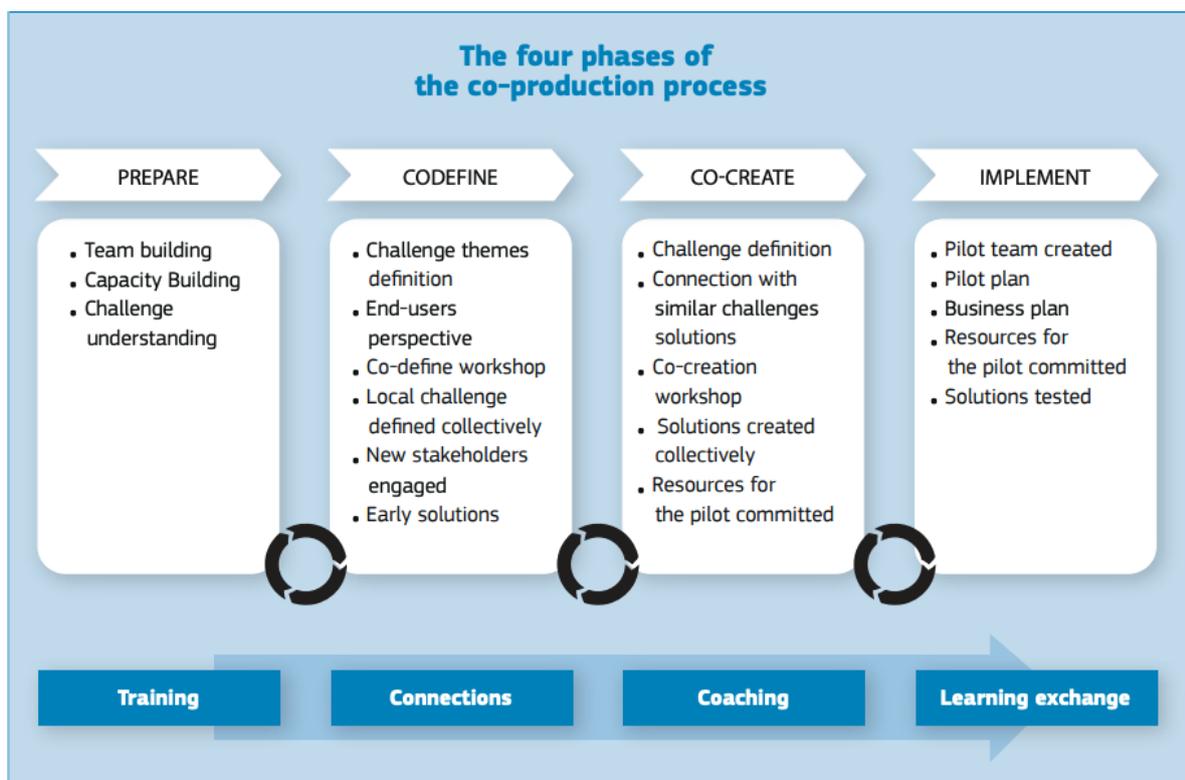
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To implement co-production, we need a ‘whole systems approach’ because (SCIE, 2015):

- organisations must change at every level – from senior management to frontline staff – if they want to achieve meaningful participation
- participation should become part of daily practice – and not be a one-off activity
- participation operates at different levels as there are many ways to involve people who use services in different types of decisions.

Making co-production happen in practice is about all those who are involved in the process – who may have different perspectives – working together to achieve agreed aims. This means building relationships. This is reflected in the concept of the ‘relational state’. Public services and governments need to be based on a relationship approach, with the devolution of power at all levels, so that people have power as well as responsibility. An important part of this concept is the idea that governments and service providers need to trust citizens and people who use services. (SCIE, 2015)



<https://www.siceurope.eu/learning-portal/experimental-hubs/how-set-process-social-innovation>

Source: Social Innovation Methodology, SIC

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THE 4 PHASES

(ESF Transnational Platform, 2018)

1. Preparation of the process

The host centre explored the challenge and possible solutions with a core team of engaged stakeholders with different perspectives of the challenge and potential funders of the solution. Core team stakeholders were trained by the host centre in the application of social innovation principles, tools and methods. They conducted careful research into the challenge and prepared a challenge question for the 'co-define workshop'.

2. Co-defining the local challenge

Stakeholder interviews assisted the core team to define the challenge themes or questions for the co-define workshop with a wider group of stakeholders, including end users. In order to better frame the challenge and ensure that the solution achieved a wide impact, the co-define workshop sought to share diverse perspectives, raise initial solution ideas, and, through shared understanding, develop a concise description of the challenge.

3. Co-creating solutions

The core team improved its understanding of the challenge and emerging ideas for solutions by leveraging outputs from the co-define workshops through engagement with new stakeholders, insights and contributions. After refining the local challenge they designed and delivered 3-day co-creation workshops with local actors from the public, private and third sectors to co-produce social innovation solutions to address the challenge. Other social innovators were invited to inspire participants and showcase examples of how they had addressed similar challenges.

4. Implementing the solutions locally

The host centres supported actors who had created a solution idea to actively develop pilots by reflecting on new findings around the challenge; developing a business plan; connecting them to key actors, potential funders and doers; finding funding resources; enabling new alliances and partnerships; and exploring similar successful solutions.

Fundamental issues to take into account (SCIE, 2015):

- Access
 - Ensure that everything in the co-production process is accessible to everyone taking part and nobody is excluded.
 - Ensure that everyone involved has enough information to take part in co-production and decision-making.

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- Independent support
 - Think about whether an independent facilitator would be useful to support the process of co-production.

Building community capacity

- the need for both support and investment
- the importance of developing the skills of members of community organisations
- the role that larger community organisations can play in their areas to help to ensure equality by supporting smaller organisations to be part of co-production
- Frontline staff and practitioners
 - Ensure that frontline staff are given the opportunity to work using co-production approaches, with time, resources and flexibility.
- Training and support
 - Ensure that everyone involved is trained in the principles and philosophy of co-production and any skills they will need for the work they do.
 - Provide any support that is necessary to make sure that the community involved has the capacity to be part of the co-production process.
- Commissioning co-productive services
 - Ensure that policies and procedures promote the commissioning of services that use co-production approaches.
 - Ensure that there are policies for co-production in the actual process of commissioning.
 - Local authorities can develop stronger links with the communities they serve through strategic commissioning, developing 'localist' agendas that recognise the value of supporting local providers



Review

Co-production should not be seen as a one-off activity. Successful co-production will introduce changes to systems that will lead to the ongoing review, development and delivery of new forms of support. Co-production therefore benefits from a culture of continuous learning about what has worked and what has not worked.

Review and evaluation are an essential part of any co-production initiative, to be carried out with people who use services. Looking at outcomes and processes should help the development of co-productive approaches but there

have been very few full evaluations of co-production initiatives. Evaluation needs to focus on the actual difference that co-production makes to people’s lives, and should themselves be co-produced.

Co-production in commissioning



Read Co-production in Social Care: What it is and How to do it - SCIE - [LINK](#)



THE MIT SYSTEM

The MiT System is the main tool of the project, designed to foster the process of transformative collaborations within the Community. An ideal implementation would see all the key Actors of the Community aware of the availability of the System and able to benefit from its use directly or indirectly. Three main starting point scenarios are possible:

- Process generated and led by the local government
- Process generated and led by one or more Actors in civil society
- Process generated and led by both together

The features of the MiT System have been designed as follows:

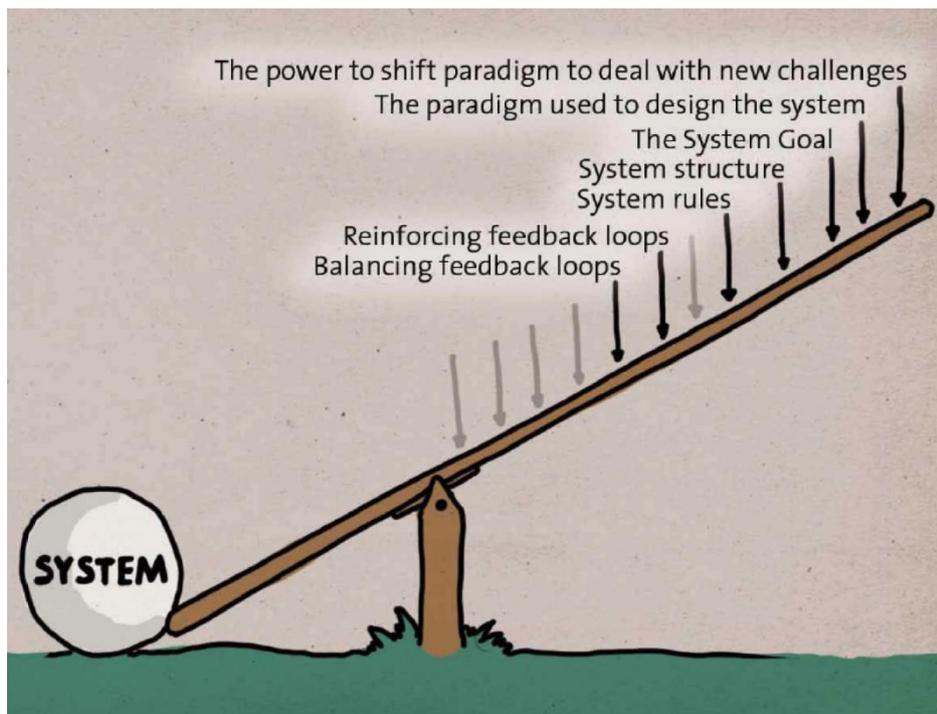
1. It has a Purpose
2. It's closely linked to the [Transition principles](#) (Head, Heart and Hands)
3. It's implementable in a top-down and/or a bottom-up approach
4. It's powerful enough to cope with high levels of complexity and uncertainty
5. It's simple enough to be relatively easy to learn and to use in real life
6. It has a low level of preconditions for adoption (low resources, low technology)
7. It's easily adaptable to a wide variety of very different contexts and cultures
8. It's designed to be iteratively evolved through its use
9. It fosters a model of shared/diffused governance
10. It's capable of improving the quality of the cooperation between the involved Actors
11. It's preparatory to a [Deep Adaptation](#) community strategy (ready to help the community develop elements of resilience in a worst case scenario)
12. It works

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The MiTS is designed to perform a set of functions that are extremely important for every community trying to evolve and change.

1. The Evaluation and Diagnosis Function - A way for the community to easily evaluate its initiatives in an approximate way, but still sensible enough for the present purpose, and to set a reference Baseline
2. The Co-Design Function - A better way to connect different actors and help them co-design plans and actions.
3. The Co-Implementation Function - In a world facing various levels of scarcity, the need of doing a lot with less can be a key ability to pursue.
4. The ToolBox Function - The MiTS aims to make readily available in its Pattern Language Database a variety of tools and concepts from around the world that are particularly suitable for the kind of process we are trying to foster.
5. Cultural Leverage Function - Using the MiTS will help people gravitate towards systemic thinking and key patterns towards sustainability.
6. The Governance Innovation Function - MiTS is equipped with a special model of Governance called Sociocracy 3.0, a very smart combination of classic Sociocracy (a democratic methodology), Agile (a set of values and principles created to develop better software) and Lean (a management tool to create more value with less resources).



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THE TRAINING OF TUTORS

Having a tutor in the community, at least for the first year of experimenting with the Municipalities in Transition System, is crucially important. The MiTS wants to bring the activities of the community into a different space where real transformation is possible. However, the current system is profoundly rooted in our cultures, and it prevents an evolution that takes into account a systemic view. Following the MiTS process could result in a very difficult task without the help of a tutor, leading practitioners to fall back into the old patterns and models.

Tutors are tasked with supporting the implementation of the MiTS and help the community identify possible fallbacks in their governance system and activities. The tutor can also act as a networker and catalyst, connecting with neighbouring municipalities and bringing this way of working to them.

PIONEERS

The MiTS was first implemented in 6 pilot communities from around the world. From their learnings, a new, improved version of the MiTS is currently being implemented in 5 communities now known as “pioneers”.

- Valsamoggia, Italy
- Rome V Municipio, Italy
- Santorso, Italy
- Telheiras, Portugal
- Vilamariana, Brazil



The implementation of the MiTS requires the identification and commitment of at least 3 local actors, one of whom must be the local administration, and at least one civil society organisation. Representatives of these organisations will set up the Local Implementation team, which will be a reflection of the population diversity of the community, and which will be in charge of implementing the project. All stages of the project are co-produced between the local actors.

Watch [Municipalities in Transition - Voices from the Pilots](#) (3 mins)

Through the use of the MiTS, pioneers communities are able to identify which of the ongoing projects must be continued or invested in for greater impact, and which critical areas lack action and therefore new projects must be developed.

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COMMUNITIES OF PRACTICE

The MiTS and everything around it need to be used and evolved by a live Community of Practice (CoP) where peer-to-peer learning and feedback takes place.

Currently there exist 3 levels of Community of Practice linked to the MiT project:

1. The tutors Community of Practice
2. The Pioneers Community of Practice
3. The international Community of Practice, open to practitioners from around the world engaged in similar work

Read [Municipalities in Transition - Navigating Through Mitigation and Adaptation](#)

CO-PRODUCTION CASE STUDIES AND EXAMPLES

MADRID: co-production of SSE and Migration policies 2015-2018¹.

Policies: as described above the three policies included in this case were Migration, Employment and SSE and included both soft and hard type policies. It succeeded in implementing some actions in the area of emergency help (temporary shelters) but not with other relevant needs such as “not the social or psychological support that refugees and asylum seekers very frequently need” or employment and other economic and social support initiatives. It also failed in introducing a higher degree of coordination/integration between these three policies. As stated by *(Franco Alonso and Ballesteros Pena 2019)* “This has been a great missed opportunity to make SSE organizations an effective and efficient tool to the social insertion and the labour activation of disadvantaged groups, among them a certain fraction of the most vulnerable international immigrants”.

SSE dimension: Madrid city council developed a series of relevant policy initiatives to support SSE at local level. Thus, a “Social and Solidarity Economy Strategy of the city of Madrid 2018-2025” was approved and published by Madrid City Council public in 2018. This strategy benefited from the collaboration with key actors of SSE including the local Network (REAS Madrid). Besides, this, a pilot project addressing employment and social economy: MARES project² with funds by the EU. On the migration side, there were a series of institutional policies such as the declaration “Madrid city, land of asylum”, or the raising of a flag with the message “Refugees Welcome” in the middle of the refugee

1 Information collected from the case study available here: <https://knowledgehub.unsse.org/es/knowledgehub/the-crucial-role-of-social-and-solidarity-economy-sse-in-partnership-with-local-governments-in-hosting-refugees-and-in-achieving-sdgs/>

2 Available from: <https://maresmadrid.es/>

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crisis of 2015. The city council also designed the “Strategic Plan for Human Rights of the Madrid City Council (2017-2018)” with measures to guarantee comprehensive social care and specifically, measures for labour insertion, housing and legal advice through the appropriate management formula”. It also joined the International Cities of Refuge Network created by the Barcelona city on 28 August 2015 and the Spanish Network of Municipalities for the Reception of Refugees (2015). In these policies there were a series of measures and funding for big NGOs (4 million Euros to co-finance projects aimed at improving the lives of refugees).

Social Innovation: the most innovative were the MARES project which aimed at an urban transformation through social and solidarity economy initiatives, the creation of local and quality employment and the promotion of another city model. It was implemented in four districts of the city of Madrid and “developed around urban and economic resilience, that is, the capacity of people together with technologies and ecosystems to adapt to unforeseen situations. Translated in the city of Madrid, this capacity refers to the numerous experiences that citizens have developed to face the crisis: self-employment initiatives, recovery of spaces in disuse or networks of economy or mutual support” (*Franco Alonso and Ballesteros Pena 2019*).

Co-production: SSE actors were included in the design of the strategy and were key partners in the implementation of it. We do not know if they were also engaged in the co-evaluation. Meanwhile key NGOs also consulted in the strategy for refugees.

ANTANANARIVO: Participatory management of solid waste pre-collection in Antananarivo (Madagascar)³

The city of Antananarivo is administratively divided into six districts and 192 Fokontany (neighborhoods), each with a municipal office. The upper city, located on the hills, includes the city center and the more affluent neighborhoods, while the lower city, a flood zone located on former rice fields and swamps, includes most of the poor neighborhoods. In this area the collection of household waste was hindered by the narrow streets and the flooded areas. As a result, many citizen dumped their waste directly on to the street and flooded areas.

Policies: health, sanitation and waste management. An international NGO, ENDA OCEAN INDIEN, designed and launched a project aimed a pre-collecting waste starting on 1996. The aim was to set up pre-collection systems for household waste. Such pre-collection was to be implemented by local citizens which would Pre-collection consists of collecting waste from households and depositing it in SAMVA's large refuse bins.

³ Information collected at https://www.socioeco.org/bdf_fiche-document-1776_fr.html



Such project included a systemic participatory dimension with the local community involved in the different stages:

1. Participatory decision (if the citizens accepted to pay the fee for the new service of waste collection)
2. Participatory management (setting up a management committee)
3. "Participatory implementation": selection of staff and co-decision of the location of collecting bags (BACS).
4. Cultural events to foster sensibilization and awareness raising
5. Training and support for committees (financial management included to foster sustainability)

The project includes three levels of management/implementation: ENDA (NGO) /FONKONTANY (NEIGHBORHOOD)/LOCAL COMMITTEES.

The project included four stages:

1. Sensibilization
2. Pilot project of pre-collection for home waste
3. Upgrade and development through the setting up of a composting site
4. Transfer of the pilot project to an independent SME.

SSE dimension: in this case there are two dimensions regarding the involvement of SSE, the first one is the informal "SSE" embodied in the local committees and the fact that the sustainability of the social innovation was foreseen to be through a small enterprise where local workers and local committee members would organize themselves. This "exit" strategy of the initiative does not mention any SSE organisation as the potential final economic unit that would reinforce the sustainability of the intervention. In the absence of further information, we could also imagine that this "failure" may have been addressed with a specific strategy to facilitate a so-called "exit to community" strategy. Such strategy could have been designed with a SSE approach that may have aimed at the "formalisation" of the informal SSE "undertaking of the local workers.

Social Innovation: besides the above-mentioned participatory dimension it also included a certain degree of SSE development through half-way formalisation of a local organisation of the workers with a horizontal and democratic governance thanks to the local committees.

Co-production: the co-production dimension was guarantee through the involvement of both the local agency for waste collection and the local administrative units (*Fonkontanys*) on one side, and the citizens and local committees on the other.



NAPLES: local public policies in the area of the commons⁴.

Policies: Sanitation, urban management, culture policies and participation policies. In 2007, the work of the *Rodotà* Commission on Public Goods introduced, at least at the theoretical level, the legal category of common good alongside that of public property. This initiative preceded the national referendum of June 2011 on the privatization of the integrated water service where 27 million Italian citizens voted in favour of considering water as a common good. In this context Naples City Council approves on 26 October 2011 the transformation of ARIN into an EPIC under the name "Acqua Bene Comune Napoli".

At the same time, the City Council modified the Statute of the Municipality by recognizing the common goods "in order to protect future generations".

In April 2012, a municipal resolution created the "Naples Laboratory for a Constituent of the Commons". This laboratory carries out a mapped inventory of the municipality's assets that have been abandoned and are currently unused, in collaboration with the Heritage Department of the City Council and citizens' associations.

SSE dimension: as mentioned-above citizens' associations has been involved in the policies and also were the co-implementer of it. For example, as early as May 2012, an abandoned building occupied by a group of animation and culture professionals, the "*Ex Asilo Filangieri*" (*San Gregorio Armeno* complex), was recognised by the City Council of Naples as a common good managed by an open community and considered as a place of experimentation for participatory democracy in the field of culture. Furthermore, on July 2016, the city of Naples "granted the status of common property to seven emblematic places that were public property but were subject to prolonged occupations by communities after having been left abandoned". As a result, these informal SSE organizations which occupied these places were recognised as "co-managers with the municipality".

Social Innovation: this strong and radical innovation resulted on a new service as well as a new approach to the management of unused patrimony of the city. It included a relevant degree of regulation at local level, with the institutionalisation laws and the creation of the lab/observatory. It also reinforced the recognition and legitimacy of SSE and group of actors as actors in the co-production of social services.

Co-production: the concept of shared administration is included in the Italian Constitution and there are several instances of collaboration between SSE and public authorities in all phases of the policy process (design, implementation, evaluation, etc.). In this case co-production occurred since the

4 Most information for this case is collected from the fiche *La politique de la mairie de Naples en matière de Communs* available at https://www.rtes.fr/sites/default/files/IMG/pdf/Fiche_Napoli.pdf and the information available at the Naples City Council: <https://www.comune.napoli.it/beni-comuni>



agenda-setting process with the involvement of social movements, citizens, SSE and research actors in raising the awareness around the issue of the commons. However, it was also relevant in the design and implementation process.

CLIMATE CHANGE POLICY

Climate policy co-production represents an emerging institutional arrangement promising to better and fairly involve societal actors in resilience policy-making. However, several gaps between theory and practice of urban resilience have been identified that can lead to problematic urban resilience interventions such as socially unjust outcomes or the prioritization of higher-income groups rather than low-income residents. People's involvement in climate governance is increasingly considered as a critical factor for effective and inclusive climate change resilience in terms of public empowerment, increased legitimacy and compliance, climate justice and social innovation.

Case Study in Barcelona, Spain: Pla Clima (Satorras et. al, 2020)

Barcelona is an internationally lauded example of a city performing urban climate experiments guided by the concept of co-production with its local Climate Plan co-produced with citizens in 2017 and its board of organizations co-producing the Climate Emergency Action Plan since late 2019.

The co-production process of the Barcelona Climate Plan used analogical and digital tools for public engagement and involved four groups of stakeholders who played different roles in the process design and implementation:

- Civil servants were in charge of designing the entire co-production process.
- Facilitators, i.e., a consulting firm specialised in public participation in environmental issues hired by the municipality, also contributed to its design and guidance.
- The member organizations of the Barcelona + Sostenible network were involved as participants to both suggest and value proposals for the Climate Plan. Most of them belonged to the private sector (42%), followed by public entities (20%), NGOs or foundations (13%), universities (8%), major trade unions (6%), semi-private primary schools (6%), and associations of technical professionals (4%).
- Lay citizens and people from the organizations that were not members of the network were also engaged in the process with limited responsibility

The co-production process started in mid-July 2017, consisted of three phases and used different tools for public engagement. During the first phase, proposals from participants were collected by the town council through:

- a) two face-to-face work-shops,
- b) two self-organized sessions, and

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c) the digital platform Decidim.

More than 140 organizations (e.g., private sector, NGOs, schools) were involved through participatory sessions to draw up a joint commitment acquired both by the City Council and citizen organizations, so as to implement five strategic measures and seven priority projects (led by the Council) and to define and develop nine citizen-led projects (involving 135 people from 86 organizations).

First, in 2016 the local government commissioned a baseline report focusing on 9 areas: social domain, energy, mobility and air quality, city model, health, food system, biodiversity, water, and governance. The free open-source platform Decidim Barcelona was launched in February 2016 to digitally support and enhance this intensification and widening of participatory democratic governance

The second phase of the co-production process included the validation and initial prioritization of the proposals collected in the first phase. The City Council organized face-to-face workshops and put up a digital platform to collect and prioritize proposals for the plan from organizations (104 participants from public and private sectors, NGOs, schools and universities, trade unions and professional associations) and citizens (23 participants).

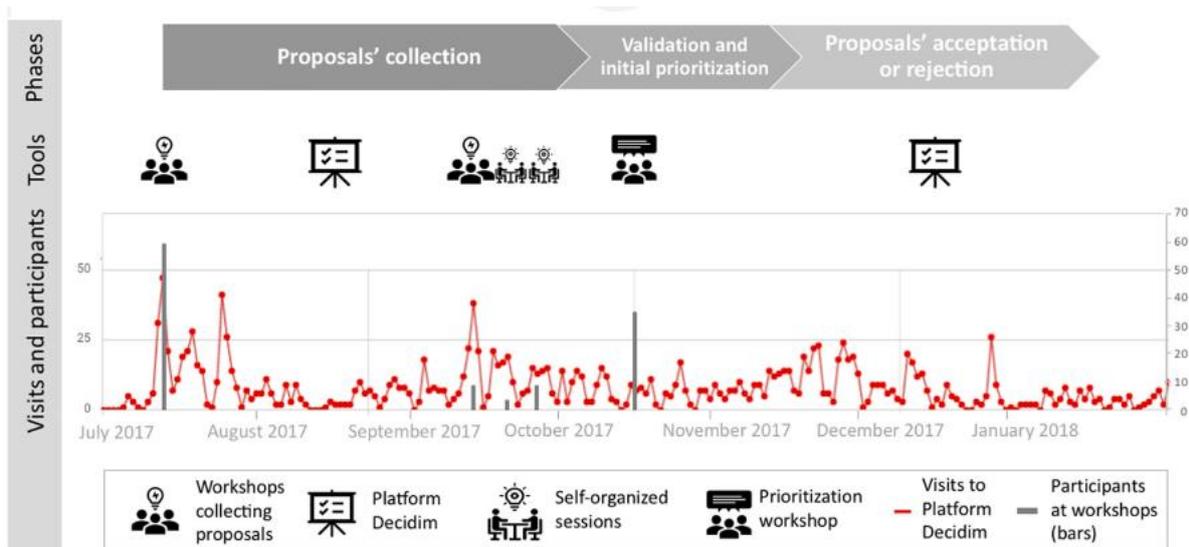
Finally, the last phase consisted of the acceptance or rejection of the proposals by the team of civil servants in charge of elaborating the plan. All proposals collected were uploaded at the digital platform.

During the co-production process, civil servants' participation was valued because they acted as neutral arbiters and guaranteed public interest on the outcomes of the process. By contrast, the technical knowledge held by civil servants about the city functioning and governance could overwhelm participants, hindering equal interactions among them.

The co-production process diagram:

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To turn co-produced proposals into plan's actions, the team of civil servants in charge of elaborating the Climate Plan accepted or rejected the proposals collected. Only 26% of accepted co-produced proposals were identically introduced in the plan as they were formulated in the co-production process. 5% of the proposals were partially transformed, i.e., slightly modifying some punctual aspects. 22% of accepted proposals included in the plan were highly transformed. In other words, one or more relevant aspects of the proposal were excluded or significantly modified once converted into the plan's actions.

The Barcelona Climate Plan (2018–2030) launched in April 2018 and officially approved in October 2018 contains actions based on the co-produced proposals, the suggestions from the diagnoses, and the civil servants' inputs. The resulting plan includes 242 actions, split into five areas (i.e., people first, starting at home, transforming communal spaces, climate economy, and building together) and 18 lines of action (e.g., no energy or water supply cuts, conserving the seafront, zero waste, or cultural action for the climate). The actions listed fall into two-time horizons (i.e., actions to be launched before 2020 and actions to be launched between 2021 and 2030) and four strategic goals (i.e., mitigation, adaptation, climate justice, and promoting citizen action).

Read [Barcelona Clima Plan \(Summary\)](#)

EDUCATION AND CHILDCARE

Care is an activity that once relied almost entirely on time and on the quality of human relationships but now leans heavily on a chronically low-paid and under-valued workforce increasingly run by just a few big firms seeking to maximise profit.

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Case study in London, United Kingdom: The Grasshoppers in the Park nursery (Scaife, 2017)

Parent-led co-operative models of childcare like Childspace in Brockwell or Grasshoppers in the Park in Hackney combine decent pay and conditions for staff with real control and affordability for parents who contribute time and skills to the management of the nursery.

The nursery is located in east London, a not-for-profit limited company, was set up 15 years ago as a parent-led childcare co-operative with the aim to offer families high quality childcare at a lower cost than at a private nursery.

Watch [Grasshoppers in the Park: What does a parent-led nursery look like?](#) (4:30 min)

While all parents at Grasshoppers are expected to contribute in one way or another, be it through attending outings or taking some laundry home, parents can reduce their fees by taking on bigger roles. This could be attending the classroom for a full day between 9.30am and 3.30pm once a week, or for helping out with tasks such as admin or fundraising at flexible hours, when parents get a monthly discount of £120.

The fees are banded by income in a bid to attract families from a diversity of backgrounds, and the nursery management prefers to trust parents when they state their income. The staff believe there's a lot of potential for parents to learn skills from professionals at the setting and transfer them to the home-learning environment. Parents can benefit a lot from working alongside professionals in the room, which ultimately benefits their children.

Although Grasshoppers is not-for-profit and relies heavily on fundraising, wages paid to staff are above average, with a qualified practitioner at the nursery earning £21,500 a year.

The National Day Nurseries Association doesn't capture any records of how many co-operative nurseries exist in the UK, but believes that only a small proportion of nurseries are run in this way. These would tend to be in larger cities where demand is greatest and there is a close-knit community. One of the problems seems to be that such settings mainly attract families who can afford taking out time to get involved in their child's nursery.

Co-produced nurseries could be part of the solution to childcare challenges families are facing, particularly in bigger cities, but couldn't be a 'substitute for the major reforms to our childcare policy and funding needed to provide the volume of high-quality, affordable places that parents need.'

Source: Scaife, A. (2017) NEF & Grasshoppers in Nursery World, retrieved from <https://www.grasshoppersinthepark.co.uk/nef-grasshoppers-in-nursery-world/>



MARICA: mumbuca digital currency⁵.

Policies: The main policies involved in this case are SSE and Social Policies (mainly cash-transfer in welfare benefits) but also finance and tax policies since Marica obtains sizable funds from OIL (through the collection of royalties and taxes) but, contrary to other governments, they have used them to foster social policies and among them they created a sovereign wealth fund (achieved over 55 million dollars).

As signaled by (Gama et al. 2021), "in 2013, the city of Maricá (RJ) created the Solidarity Economy Program through Law No. 2.448/2013 (Maricá, 2013). The Program seeks to stimulate the city's development through local production and tackle poverty and inequality through income cash transfers (Pereira et al., 2020). The same law created the Mumbuca Bank and the mumbuca, a local and digital currency which can be used only within the city".

Mumbuca Bank is a municipal community bank, different from other community banks which are not community owned.

Gama explains that (Gama et al. 2021) the "Mumbuca Bank issues the mumbuca, which has a one-to-one equivalence with Brazil's official currency, the real (plural reais). Most of the issuing of mumbucas comes from the payment of welfare benefits. Between 2018 and 2020, the Citizens' Basic Income program (RBC, Renda Básica de Cidadania in Portuguese) and the Worker Support Program (PAT, Programa de Amparo ao Trabalhador in Portuguese) were the two main cash transfer programs paid in mumbuca. The Mayor's Office deposits the amount of the benefit in the Mumbuca Bank and provides the bank with the list of beneficiaries, and the bank transfers each payment".

In 2018, the mumbuca joined the *E-dinheiro* platform⁶ of the Brazilian Network of Community Banks. Many of those banks are not public and the leading ones is Banco Palmas which is a well-known SSE initiative. This allowed any resident of Maricá was able to open an account at the Mumbuca Bank and effect transactions in mumbucas. This also facilitated that a growing number of companies adopt this system and promoted the use of the currency since it reduced the time for the companies to receive the money in their accounts. Also small individual entrepreneurs - formal and informal can use it. In addition, a few companies and institutions, such as the Mumbuca Bank itself, have adopted the mumbuca to pay monthly salaries.

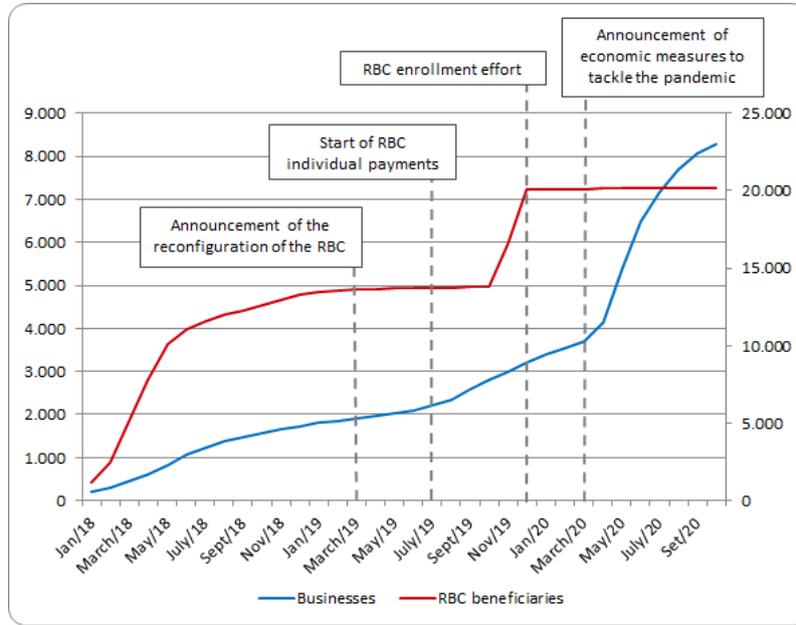
5 Most information for this case is collected from Gama, Andrea & Costa, Roberta. (2021). The increasing circulation of the Mumbuca social currency in Maricá, 2018 2020. DOI: 10.13140/RG.2.2.24088.11525.

6 <https://edinheiro.org/>



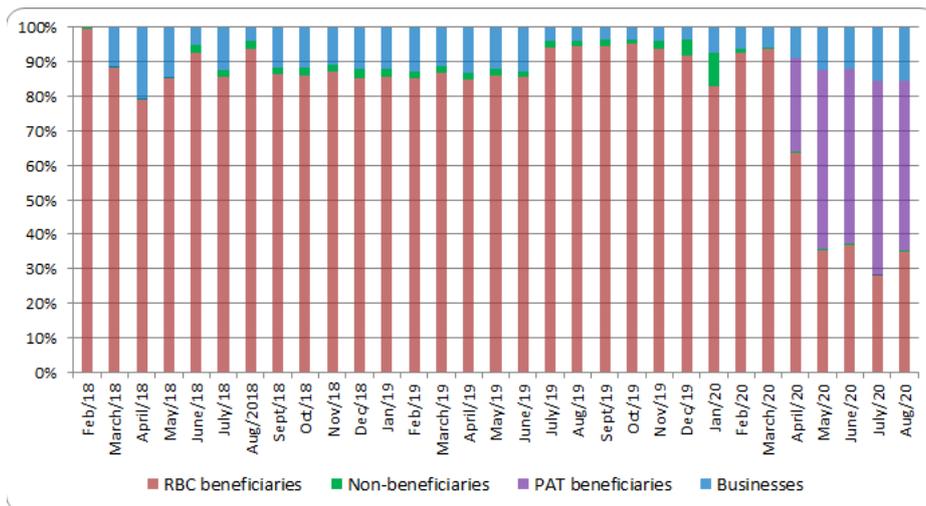
The sustainability of the bank is also reinforced through the charging of minor fees to both businesses and account holders.

Figure 2: Registration by Businesses and Beneficiaries



Source: Gama, Andrea & Costa, Roberta. (2021)

Figure 3: Transaction volume by account type



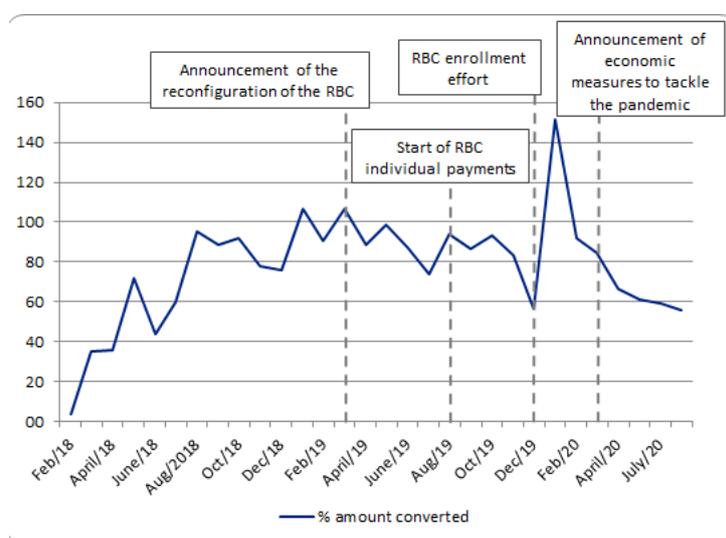
Source: Gama, Andrea & Costa, Roberta. (2021)



Businesses have two inducements for registering at the Mumbuca Bank. First, the adoption of the E-dinheiro platform in 2018 simplified the registration process at the bank. Second, with the creation of the RBC, the benefit becomes individual, increasing the amount of mumbucas in circulation.

The COVID-19 measures not only increased the amount of RBC benefits, but also introduced 20,627 PAT beneficiaries into the Maricá economy, which increased the volume of mumbucas in circulation and, consequently, consumption in mumbucas.

Figure 4: Businesses - proportion of revenue and conversion from mumbucas to reais



Source: Gama, Andrea & Costa, Roberta. (2021)

As of 2018, the currency acquired a greater capacity to circulate in the city's economy. Small businesses can use the revenue they receive in mumbuca to consume and buy input and materials in other Maricá establishments, expanding the currency cycle. As more individuals have access to mumbucas and more businesses accept it, there is a higher circulation level of the local currency within Maricá.

SSE dimension: despite the Bank being a municipal (public) institution, its model is based on SSE models and principles. Besides, it also supports SSE economic units, including informal ones. Finally, the *E-dinheiro* platform, which is key in the development of this policy belongs to the Network of SSE banks of Brazil and it was bought by Banco Palmas on behalf of this network.

Co-production: both the policy and the community bank (as well as the currency) were co-designed with and advocated by local citizens and SSE initiatives.



EMPLOYMENT - Case Study in Zaragoza, Spain: La Colaboradora

La Colaboradora in Zaragoza, Spain, is a physical space of Collective Intelligence where a collaborative community works on its business, social or creative projects with the only payment requirement of exchanging ideas, services and knowledge through a time bank to strengthen the collaborative economy of its members and its environment.

In this space you can develop business, social, creative projects ... It is aimed at entrepreneurs, freelancers, NGOs, activists, creatives, re-entrepreneurs who want to develop a project. La Colaboradora is made up of people with a project to develop.

It is a physical P2P environment where talent is managed and the philosophy of peer-to-peer exchange networks is combined with the intensity of human contact through the meeting of collaborative communities.

La Colaboradora is a space co-managed between the Zaragoza City Council and the users themselves who are involved in its governance and are empowered by it. Each member works in the development of their project with the commitment to put 4 hours of their time at the service of the community to offer services on a voluntary basis in the governance tasks of the project (dynamization, communication or training) or contributing with their knowledge by advising other members. Its governing bodies are the Management Board and the Assembly.

Watch [School of collaboration: La Colaboradora](#) (2 min)

PUBLIC SPACES - Case Study in Wroclaw, Poland: Strategy 2030 and Grow Green Wroclaw

Strategy Wroclaw 2030 (Bednarska-Olejniczak et al., 2019)

The strategy formulated (for the first time) a vision of the city—"Sustainable development based on the high value of life of the current and future residents, as well as creativity, innovation and entrepreneurship". It was also inspired by the residents, who determined the preferred priorities of the authorities for the next 10 years. These included:

- pro-ecological policy, including air protection and increasing the area of green areas
- revitalization of degraded city areas
- development of public transport
- supporting local entrepreneurship

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In practice, the idea of participation is implemented in two key programs:

1. "Wroclaw Talks" [129]

It is a platform that allows conducting broad social consultations, as well as facilitating local meetings with residents, focusing on specific problems. Social consultations between residents and officials allow the former to express their own opinions, better understand the needs of other residents, as well as to ask questions to officials and experts. So far, the following has been carried out within the projects: consultations regarding land development, plan for sustainable urban mobility, location of 'park and ride' parking lots, system of Wroclaw housing estates, the action of making the Wroclaw streets green, city strategy, as well as the Wroclaw Study, forms and principles of Wroclaw Citizen Budget (WBO) operation.

Within this program, the Social Dialogue Groups (GDS) were also created, the idea of which consists of talking, making diagnosis, solving problems and improving the efficiency of activity and cooperation of various groups (residents, NGOs, employees of Wroclaw City Office) in various areas of social life in Wroclaw.

2. Wroclaw Citizen Budget (WBO)

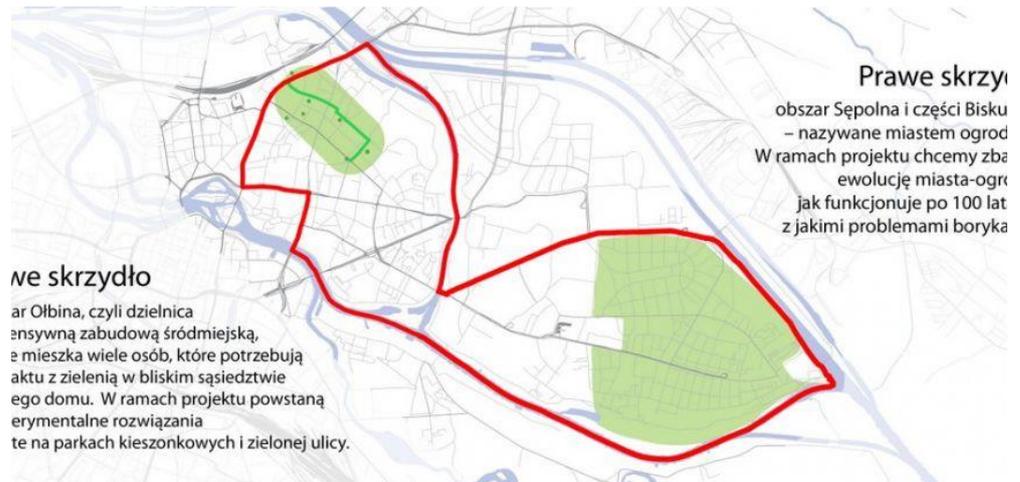
The consequence of the first two years of PB implementation in Wroclaw was the shaping of a PB model that tried to take into account, through the division of neighbourhood/regional/area projects, the demographic diversity occurring in the city and resulting in the selection of projects focused only on areas with high population density or concerning larger groups of residents (parents of children attending one school, cyclists). At the same time, by taking into account the submitted proposals in the scope of necessity of supporting small projects within the framework of the PB, mainly regarding the area of improving the quality of life and security, the gradation of the size of projects was introduced.

Grow Green Wroclaw

The aim of the project is to test the effectiveness of nature-based solutions in building urban climate resilience. A list of actions and solutions will be developed, aimed at local temperature reduction, air humidity increase, provision of shelter against heat, rainwater management. Examples of these solutions are: pocket parks, green walls and street greenery.



The project consists of two parts - it resembles the butterfly shape. The first area (right wing) is the area of the Sępolno / Biskupin District (known as the "garden city"). The project is to examine the



evolution of the garden city - how does it work after 100 years and what problems does it face. The second area (left wing) is the area of the Ołbin District - a district with dense urban development and dense population, where people need contact with greenery in close proximity to their homes. In this area, as a part of the project, experimental solutions like pocket parks and green streets will be created in order to improve the quality of life of the inhabitants.

In Wrocław, [the Grow Green project](#) is coordinated by the City of Wrocław and co-organized with the Wrocław University of Environmental and Life Sciences and the Wrocław Agglomeration Development Agency.

A very important element of the project is the involvement of residents of the areas covered by the project:

- In the first stage, the residents were asked to indicate areas in the Ołbin District, which should be included in the project. More than 120 proposals were sent via the website, 7 of which were finally selected.
- In the second stage, the residents are to participate in the micro-green system designing. Design groups consisting of specialists in various fields, landscape architects, urban planners, environmental scientists, sociologists and the inhabitants will be created.
- The goal of the third stage of the project, called "heritage", is that the residents will look after the greenery themselves, will care for it and feel responsible for it.

Watch [Wrocław creates space for nature-based solutions to improve quality of life](#) (3 mins)

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HOUSING - Case Study in Barcelona, Spain: La Borda Housing Cooperative

La Borda defines itself as the first housing cooperative following the model of cession of use to be developed in Barcelona and built on public land. As a result of a participatory process undertaken by the community, a group of residents decided to get organized to collectively address the problem of housing affordability through the implementation of a housing cooperative (La Borda).

The housing cooperative can be described as a framework for the development of social innovation in housing: collective organizations and structures with shared forms of leadership, which create new responses to current problems and contemporary social needs.

Watch [La Borda](#) (2 mins)

La Borda's position in favour of a community model that runs counter to the conventional housing model allows for overcoming some of the typical limitations of architectural design. In the case of public housing, the administration's fear of the unknown occupant makes it impossible to introduce changes that affect established typologies. Also, the real-estate market's logic has the tendency to produce low-quality housing by assimilating it to an object of consumption. In order to describe and analyse the process, five key concepts have conditioned the strategies of the project: self-management, cession of use, community life, sustainability and accessibility.

1. Self-management

The members of the cooperative, and future users, are those who direct, control and develop the entire process through an internal structure that encourages their direct participation in work committees and in a monthly general assembly. The cooperative only relies on the support of technical teams specialized in the tasks its members cannot assume, as is the case with the architectural project. According to the values of the cooperative, active participation on the part of the users has been integrated into all phases of the housing development process: design, construction, management and life in the building.

2. Cession of use and collective property

The housing cooperative scheme being used by La Borda is categorized under the legal term "cession of use". The model of cession of use is widespread in countries such as Denmark (Andel Model) and Uruguay (FUCVAM). Both experiences are direct references for La Borda in developing this model, where the property will always be collective while the use is personal. It is a non-speculative model that takes housing as a basic right, with a strong commitment to the use value above the exchange value on the market.

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As a non-profit institution, the cooperative developed the housing on public land, where a leasehold was established by the City Council for 75 years. The cooperative will be the owner of the building and will cede the right to use of the dwelling to its members, grouped into units of cohabitation. The right of use is acquired by paying an entry fee (which will be returned if the tenant leaves the cooperative) and maintained by paying an affordable monthly fee.

3. Communal living

La Borda wants to produce new forms of cohabitation that enhance the interrelation of the community through the use of shared spaces: establish links of cooperation in the area of domestic tasks and care to make visible the private spheres of daily life and promote equal relationships among residents. By fostering community life through shared common facilities, the conventional collective housing programs have been reimagined and optimized in terms of space and energy. The housing units reduce their area by 10% since services such as laundry, guest rooms or storage rooms (often oversized or underutilized in conventional homes) are shared spaces. The building also has extra social spaces required by the community such as a large dining kitchen, a health and care area, a reserve of unused space adaptable to the varying needs of the group at all times.

4. Sustainability

The cooperative prioritizes a building with the minimum environmental impact, both in its construction and throughout its life cycle, and it is a benchmark for the area. Another fundamental goal is to eliminate the possibility of energy poverty among future users, a situation that some of them suffer today due to the high costs of energy and their low incomes. The result is an almost zero energy consumption and comfort in the building with the associated minimum construction and running costs

5. Affordability

An essential condition of La Borda is to guarantee access to decent and affordable housing for its members, to become an alternative model for people with low incomes. The project is funded by the residents' contributions, collaborators' contributions (groups or individuals) and the social economical network (mainly the credit cooperative Coop57 through loans and participatory titles).

The budget for the development adds up to €3.1 million and takes into account all necessary investments to carry out the project (taxes, professional fees, construction budget). The construction budget totals €2.4 million (€850/m²).

Financing difficulties make the cost of construction a determining factor in establishing the value of the monthly rent. In order to reduce it, different strategies are followed: budgets as a design

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tool, prefabrication (wood system) to reduce the duration of construction, constructive simplicity, self-management to reduce industrial benefit, some construction phases and self-construction carried out by the future residents.

ENERGY - Case Study in Viladecans, Spain: Vilawatt (Fuselli, 2018)

The Vilawatt project started in 2018 and aims to establish an Innovative Public-Private-Citizen Governance Partnership at local level (PPCP). This entity will have, for the first time, the Municipality of Viladecans together with the local businesses and the citizens of Viladecans as its members. Its mission will be to promote and ensure a secure, clean and efficient use of energy, starting with an impoverished neighbourhood in the city of Viladecans (Montserratina). This new PPCP will be the central hub that will manage the new local tools for the transition: energy supply, energy currency, energy savings services, deep energy renovation investments and renewable energy production.

The new entity aims to create a Local Energy Operator that will be the local energy supplier and the renewable energy producer, and an Energy Savings Company, offering energy savings services and energy renovation investment to all the members. The Capitalisation of the Energy Savings will allow the new entity to focus on the investment of deep energy renovations, sharing among the local community the economic risks of that energy saving operations that are not economically attractive.

A new energy currency linked to energy savings will be created, and it will work as an incentive to energy efficiency and as a mechanism to increase economic capacity of vulnerable economic groups. At the same time, this alternative currency will strengthen the local economy by assuring a local cycle of the money.

Watch [UIA innovating when dealing with Energy Transition - VILAWATT, Viladecans](#) (2 mins)

Watch [Vilawatt First General Assembly](#) (2:30 mins)

The tools - Governance

The structural backbone of Vilawatt is the Public Private Citizenship Partnership (PPCP), the municipal entity that will manage the entire programme.

The PPCP governance body will act as a steering committee, with the objectives of establishing and maintaining a common vision and a resilient business model, ensuring economic sustainability and enforcing respect of the existing regulatory frameworks (legal structure). Furthermore, the PPCP will indirectly manage (through the executive body) the program implementation and (through

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consultants) the capacity building and community participation mechanisms. Finally the governance body will be responsible to analyze initiatives to combat energetic poverty.

The tools – Alternative Currency: the Vilawatt

In order to translate the energy efficiency initiative into a benefit for the local economy, the programme incorporates the creation and diffusion of a local currency (the 'Vilawatt') which converts energy savings into local purchasing power.

For simplicity, the Vilawatt has been benchmarked to the Euro, with a 1-to-1 conversion rate (i.e. 1 Vilawatt = 1 Euro).

Money will flow in a circular structure whereby the City hall (main issuer) hands out grants in electronic money and individuals can buy e-money units in exchange of cash or bank deposits. Transactions will occur as "payments and charges" and "debits and credits", among system participants. Finally, the municipality will re-collect the Vilawatt (and close the money circle) by allowing payment of municipal fees and public services with the energy currency.

Transactions will utilize different channels:

- internet - Accessing the digital payment platform website using the user code and password from their own computer, mobile phone or tablet.
- mobile phone (APP) - Downloading the project APP and accessing it through user code and password from their own mobile phone or tablet. The APP enables payments only (no cash-out functionality).
- physical vouchers - physical vouchers available through Change Points, equipped with both eu-ros and vouchers.

Watch [Vilawatt already has its first customers](#) (3 mins)

Challenges

The inclusion of most delivery partners as partners of the project (i.e. recipients of the UIA grant) ensures the right amount of "skin in the game" to grant commitment. The PPCP includes representatives from delivery partners, local professional associations, local and regional institutions (university and regional authority); more importantly, the PPCP also includes the entire citizenship through the Citizenship Forum (or Exchange Forum). All these parties participate to the design process and have equal weight in defining priorities.

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HEALTH - Case Study in Lisbon, Portugal: City of All Ages

Currently, Lisbon is one of the most aged capitals in the European Union and in 2050 Portugal is expected to be the third oldest country in the world (40.8%). The aging of the population and isolation in old age are complex social problems.

As a result of the reflections made by the Lisbon city council, the integrated policies for longevity must value:

- Integrated social and health responses;
- The role of the family and the informal network;
- The participation and role of older people in communities and society;
- The knowledge and knowledge of older people;
- Economic, financial and housing autonomy;
- Security and prevention of violence in older people.

And contribute to the 65+ population:

- Be healthier and less dependent;
- Have a wider social network;
- Have higher self-esteem and positive self-concept;
- Feel more integrated and less excluded;
- Feel safer.

The [City of All Ages](#) Program's mission is to provide an integrated response to the 65+ population in terms of active and autonomous aging; it requires the involvement of entities that at the level of the city of Lisbon have a fundamental role in this area and the implementation of a specific functioning model that allows to assume social responsibility in Lisbon.

Watch (in Portuguese): <https://scml.pt/projetos-e-fundos/lisboa-cidade-de-todas-as-idades/>

It is divided into 3 main axes:

1. Active Life: promote dynamic lifestyles in 65+ population, whether cultural, sports, training or civic intervention
2. Independent Living: improve physical conditions of public and building space; requalify, innovate and diversify network equipment and services, autonomy promoters in 65+ population as an alternative to institutionalization

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3. Supported Life: improve and increase of social and health equipment network, and ensure care in dependency

The implementation phases are as follows:

- Phase 0: Establish Cooperation Protocol between entities that make up the Tripartite Social Network Commission for implementing the strategy
- Phase 1: RADAR project
 - I. Flag population 65+, streamline processes for early detection of risk situations and rapid intervention and adjusted to each situation.
 - II. Constitute community-based radars (volunteers, technicians, neighbours ...)
- Phase 2: Implement a Co-governance Model with all partners with relevant action on the issue of active aging
 - I. Constitute an Executive Nucleus composed of the Tripartite Social Network Commission, a Strategic Commission composed of key partners and a technical staff;
 - II. Establish a partnership protocol between the Executive Nucleus and organizations with relevant action in the area of aging "Base Partners".
- Phase 3: Open and constitute the organizational structure of the Local Information and Coordination Center
 - I. Reorganize and optimize the equipment and response network, as well as implement an integrated intervention model for all agents in the city working with the 65+ population and their families, in the diversity of their social and age profiles.
 - II. Allocate resources and work in an integrated manner, responding to a need for sectoral organization that structures the diversity of institutions in terms of knowledge, information, strategy, planning and action.

Resource:

<https://www.esn-eu.org/sites/default/files/2A%20Lisbon%20City%20of%20All%20Ages.pdf>

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CONCLUSION

In conclusion, co-production is a highly effective strategy in a variety of contexts, from creating public spaces to housing, energy, and health. This strategy involves the active participation of all stakeholders, including the public, private sector, and local residents, thereby ensuring that the final outcome caters to the needs and expectations of all parties involved.

The case studies presented highlight the importance of innovative approaches in achieving sustainable development. Whether it is through the use of local currencies in energy projects, the establishment of housing cooperatives, or the creation of comprehensive health programs for the elderly, these initiatives demonstrate the power of community involvement and innovative thinking in addressing complex social issues.

Moreover, these initiatives underscore the significance of adaptability and responsiveness to local conditions and needs. By tailoring programs and initiatives to the specific circumstances and challenges of each community, these projects have been able to deliver more effective and sustainable outcomes. Overall, the presented case studies serve as a valuable blueprint for other cities and communities looking to tackle similar issues.

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- [Text & Video] What is Co-production. Involve.org. [LINK](#)
- [Text] Co-production: a manifesto for growing the core economy. New Economics Foundation. [LINK](#)
- [Video] Realizing Care Policies' Transformative Potential, UNRISD 2017 (4 mins) [LINK](#) (full report in further reading)

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FURTHER READINGS AND VIDEOS

- [Video series in Arabic with subtitles in English] Public Policies, UNESCO 2016
 - Episode 1 Background [LINK](#)
 - Episode 2 Definition [LINK](#)
 - Episode 3 The making-of [LINK](#)
 - Episode 4 Actors [LINK](#)
 - Episode 5 Civil Society [LINK](#)
 - Episode 6 Analysis [LINK](#)
 - Episode 7 Targeting Youth [LINK](#)
 - Episode 8 Dynamics [LINK](#)
- [VIDEO] [Public Policy and Analysis](#) (9 mins)
- [Video] Re-thinking the Policy Making Process for today's needs by Betty Tushabe, TEDxRugando (12 mins) [LINK](#)
- [Text] Chapter - Care Policies: Realizing their Transformative Potential, UNRISD [LINK](#)
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- What is the difference between “co-design” and “participatory design”? <https://www.quora.com/What-is-the-difference-between-co-design-and-participatory-design>

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- [VIDEO] Social and Solidarity Finance: Tensions, Opportunities and Transformative Potential (4:30 mins) [LINK](#)

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